

The City of Crossville intends to establish, administer, maintain and regularly update an internal job evaluation hierarchy that is consistent with sound personnel administration and just compensation for the employees of the City. Two of the fundamental objectives found in the City's Personnel policies deal with the need to have a process for recruitment, placement and advancement that will make employment with the City attractive as a career and to establish and maintain a uniform plan for compensation. The City also intends to maintain supplemental benefits (insurances, holiday schedule, vacation and sick leave policy, etc.) that are competitive and also affordable within available resources.

The City of Crossville's compensation philosophy is to develop a pay schedule that is a market pattern of similar sized cities. Position salaries are to be in the median range of comparable cities, *not the highest nor the lowest of salaries for similar positions*. Wage and salary surveys are to be conducted annually and results compared to the city's pay plan. The City can choose to conduct its own survey or utilize the annual salary survey prepared by the University of Tennessee's Municipal Technical Advisory Service (MTAS), which is what the City of Crossville chose to do.

This plan deals with position classification and compensation by:

- a. Establishing and maintain job descriptions for every position;
- b. Reviewing position descriptions periodically and systematically with department heads and employees to ensure duties and responsibilities of employees are accurately reflected;
- c. Establishing appropriate position standards and to group positions in classes with similar standards; and
- d. Conducting comparative wage and salary surveys periodically to provide competitive wage and salary scales.

#### Key Objectives of the Classification and Compensation Plan

To attract and retain personnel who consistently apply the knowledge, competencies and capabilities required to perform their positions as expected.

To maintain a plan that is consistent with the City's total compensation philosophy.

To maintain a plan that is easy to communicate and understand.

To maintain compliance with all applicable Local, State, and Federal laws and regulations that affects the plan.

To maintain a plan that is flexible enough to accommodate changes in economic conditions that may affect the plan.

All job descriptions have been reviewed by the respective department head and affected employees to determine that their job description reflects what the employee is actually doing. Job descriptions were

changed if employees were doing something than what was in the original description. After all changes that were needed had been made, a final review of job descriptions was completed by the Human Resources Director and the City Manager.

A classification hierarchy was then developed based upon the requirements of the different positions. The classification system has all positions ranked in one of twelve grades, ranging from the entry level to the more experienced management position. Factors used to rank each job were: Education and Experience, Decision Making (Impact), Thinking Challenges and Problem Solving, Interactions and Communications, and Work Environment. Each position was evaluated using the above factors. Each position has been ranked and placed in the appropriate grade and identified to a salary step.

Wage and salary data from comparable cities were collected and used to establish a median salary for each position. A compensation model (grid) with grades and steps has been prepared with input from the payroll department and human resources. It was discovered that the City had 11 positions, not in fire and police, that made less than \$25,000 working full time for the city and with several year's service. The compensation plan establishes a minimum entry salary for a full-time position, not in fire or police, at \$24,965.62.

Crossville police officers had the lowest entry level salary when compared to nine other cities. The maximum salary for a police officer also ranked lowest when compared to others. The average minimum and maximum of all ten cities was \$30,957.10 and \$45,884.68 respectively. Crossville minimum and maximum salary for a certified police officer is \$26,728 and \$39,441.60 respectively. A non-certified police officer, one who has not been through the police academy, entry pay is \$25,464. Entry minimum salary for certified police officer is proposed, under this compensation plan, to be \$30,700.80 while a non-certified police officer's entry will be \$27,372.80.

A police lieutenant in Crossville entry salary and maximum salary is \$36,609.30 and \$56,507 with an actual salary of \$44,192.90. When compared to the ten cities average entry is \$45,165.42 to maximum of \$63,327.75. The actual average for the cities was \$49,874.38 some \$5,682 more than Crossville.

A Crossville detective entry is \$33,433 with average \$44,456.36. The average entry and maximum of the ten cities salary for detective is \$37,731.75 to \$55,084.95. The sergeant entry position was \$37,440 with the maximum at \$47,128. The average minimum and maximum for the ten cities was \$37,826.96 to 52,724.10 respectively. Cookeville's actual sergeant pay is reported to be \$50,821.11

Crossville non-certified firefighter's entry level salary is \$23,253, while a certified firefighter's entry pay range is currently \$24,418 to a maximum of \$32,052.09. The entry salary for certified firefighters in Crossville is the lowest of the ten cities referenced with average entry \$28,645.90 to maximum of \$41,832.06. The average salary for a certified firefighter in Crossville is \$30,629.55. Under this compensation plan, proposed entry pay for a non-certified firefighter will be \$24,965.62 while entry for a certified firefighter will be \$27,557.37.

The entry for a fire lieutenant in Crossville is \$30,529 with the maximum salary for this position \$43,035. The average salary for a fire lieutenant in Crossville is \$34,162.60. The average minimum and maximum

for the ten cities was \$37,190.80 to \$54,751.92 respectively. Crossville's entry pay for a fire lieutenant is \$6,661.80 less than average entry when compared to the ten cities.

In the Maintenance Department, there were two positions that were significantly under the new proposed minimum entry salary of \$24,965.62. Adjustments, other than just placement on the compensation grid, had to be made to several mechanic positions as well as the vehicle maintenance supervisor. The other changes in the department were just placement on the compensation grid.

In the Street Department, there were two positions that were significantly under the new proposed minimum entry salary of \$24,965.62. The other changes made were placing the employees on the compensation grid.

In the Recreation Department, the salary of the administrative secretary had to be adjusted. The average salary of the ten cities for an administrative secretary was \$34,374.38 while Crossville's minimum salary was the lowest at \$23,253 with the maximum salary for Crossville at \$30,035.20. There had to be a salary adjustment and placement on the grid for the administrative secretary. Other changes resulted from placing employees on the compensation grid.

Central Staff, Codes Administration and Engineering Department changes resulted from employees being placed on the grid. Some modest changes in a few salaries in water resources were necessary prior to placing all employees on the grid. In the water transmission department, changes occurred from placing employees on the grid. Customer billing required some modest adjustments salaries prior to employees being placed on the grid. Other departments, not mentioned specifically, just had minimal salary adjustments to be placed on the grid.

The City of Crossville has provided and continues to provide excellent benefits to its employees. The City covers 100% of health insurance for city employees and half of the cost of dependent coverage. Dental and vision coverage are covered at 100% for employees. Short and long term disability coverage is not provided by the City. The City currently has two retirement plans. For individuals employed after July 1, 2013, the City has a shared contribution program (401 a) with ICMA (International City Management Association). The new employee contributes 5% with the City matching 5%. If the employee puts in another 3% the City will match with 3%. Employees prior to July 1, 2013 are part of the Tennessee Consolidated Retirement System (TCRS) and the City pays 100% of the employee contribution. Following is a comparison of the City of Crossville's benefits to comparable cities.

As part of the discussion of employee compensation, it should be realized that employee health insurance coverage at 100% is a very unusual benefit offered by a municipal employer. In most cities in this state and nationwide, the employee participates in the cost of their insurance. The participatory contribution from an employee could range from 10% to 40%. Crossville administration has estimated that the value of the City paying the entire cost of employee insurance equates to approximately \$1,200 dollars savings to employees, thus that value could be considered part of the overall employee compensation. In determining the median range of salaries for employees, the value of the insurance savings to employees was calculated in the overall compensation plan.

Benefits Comparison				
	Vacation	Sick	# of Holidays	Insurance Cost to Employee
<b>Crossville</b>	15 days/yr except for Fire, which is 6.50/24 hour shift (carry over up to 240 hours)	13 days/yr except for Fire, which is 5.5/24 hour shifts (unlimited accrual)	13	0% Employee/50% Family
<b>Athens</b>	Based upon number of years employed, varies from 12 days to 21 days/yr (carry over up to 252 hours)	12 days/yr (maximum accrual is 720 hours)	9	40% Employee/50% Family
<b>Cookeville</b>	Based upon number of years employed, varies from 12 hours/month to 16 hours/month (carry over up to 320 hours)	8 hours/month except for Fire & Police, which is 24 hours/month (maximum accrual is 2,080)	11	13% Employee/24% Family
<b>Maryville</b>	Based upon number of years, varies from 7 days to 21 days/yr (carry over up to 42 days) Except for Fire, which varies from 4.5 shifts/yr to 19.5 shifts/yr with carry over up to 19.5 shifts/yr	12 days/yr (maximum accrual is 1,200 hours) Except for Fire, which is 5.50/24 hour shift (maximum accrual is 1,668.75 hours)	10	Varies due to City being self-insured
<b>McMinnville</b>	Based upon number of years employed, varies from 40 hours to 192 hours/yr. Police varies from 42.5 hours/yr to 204 hours/yr. Fire varies from 2.5 shifts/yr to 11.5 shifts. (carry over up to 280 hours for all employees)	12 days/yr Police-13 days/yr Fire-12 days/yr (Unlimited accrual)	14	Employee 9.70% Employee + 1 17.50% Family 22.79%

Benefits Comparison				
	Vacation	Sick	# of Holidays	Insurance Cost to Employee
<b>Soddy Daisy</b>	Based upon number of years employed, varies from 3 weeks/yr to 5 weeks/yr. (carry over up to 400 hours)	None	10	0% Employee 20% Family
<b>Springfield</b>	Based upon number of years employed, varies from 6 days to 18 days	12 days (maximum 24 days)	11	15% Employee
<b>White House</b>	Based upon number of years employed, varies from 80 hours to 168 hours. (carry over up to 200 hours)	12 days (unlimited accrual)	14	15% Employee 24% Employee/Spouse 20% Employee/Child 28% Employee & Family

Following is the departmental summary of funds needed to place employees on the pay matrix and adjust their salary to be more in line with other cities. As stated earlier, *the goal is to have salary ranges not the lowest or highest but median when compared to other cities.* The total funds listed as the difference would be for an entire year. Half of the amount would be necessary for a six month period.

The Crossville City Council, as the governing authority, is accountable for final approval and sign off on the plan. The City Manager is accountable for administration of the plan as accepted, approved and authorized by the Council.

## Grades

Department	Number of Employees	Current Salaries	Proposed Salaries	Difference
Central Staff	12	\$ 493,855.44	\$ 520,319.37	\$ 26,463.93
Engineering	4	\$ 178,690.72	\$ 183,954.58	\$ 5,263.86
Stormwater	2	\$ 71,753.24	\$ 73,823.59	\$ 2,070.35
Maintenance	13	\$ 378,298.12	\$ 406,430.47	\$ 28,132.35
Police	46	\$ 1,574,085.46	\$ 1,679,442.36	\$ 105,356.90
Fire	27	\$ 908,374.12	\$ 941,727.64	\$ 33,353.52
Codes Administration	2	\$ 92,107.86	\$ 94,245.29	\$ 2,137.43
Street	9	\$ 302,767.44	\$ 323,021.40	\$ 20,253.96
Cemetery	1	\$ 28,912.00	\$ 29,658.62	\$ 746.62
Recreation (1-seasonal)	7	\$ 225,362.80	\$ 231,305.16	\$ 5,942.36
Meadow Park Lake	1	\$ 34,642.92	\$ 36,034.59	\$ 1,391.67
Palace (3-part-time)	4	\$ 79,387.10	\$ 80,448.83	\$ 1,061.73
Marketing	1	\$ 52,458.90	\$ 54,211.31	\$ 1,752.41
Public Works	1	\$ 21,237.00	\$ 24,965.62	\$ 3,728.62
<b>Total General Fund</b>		<b>\$ 4,441,933.12</b>	<b>\$ 4,679,588.83</b>	<b>\$ 237,655.71</b>
Water Resources	11	\$ 409,690.32	\$ 422,179.69	\$ 12,489.37
Water Transmission	7	\$ 227,951.10	\$ 238,611.95	\$ 10,660.85
Sewer	3	\$ 102,148.80	\$ 105,621.91	\$ 3,473.11
Grinder Pump	2	\$ 64,729.60	\$ 67,112.02	\$ 2,382.42
Customer Billing	4	\$ 111,152.28	\$ 122,422.10	\$ 11,269.82
<b>Total Water &amp; Sewer</b>		<b>\$ 915,672.10</b>	<b>\$ 955,947.67</b>	<b>\$ 40,275.57</b>
Water Transmission	6	\$ 188,898.65	\$ 206,925.68	\$ 18,027.03
Customer Billing	3	\$ 73,326.90	\$ 80,313.24	\$ 6,986.34
<b>Total Catoosa</b>		<b>\$ 262,225.55</b>	<b>\$ 287,238.92</b>	<b>\$ 25,013.37</b>
<b>TOTAL ALL FUNDS</b>		<b>\$ 5,619,830.77</b>	<b>\$ 5,922,775.42</b>	<b>\$ 302,944.65</b>

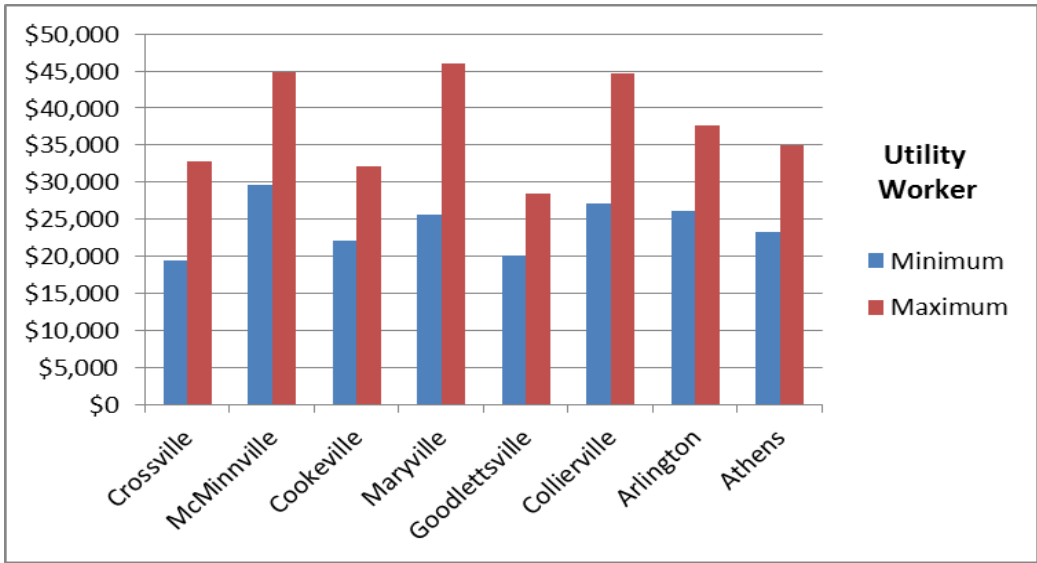
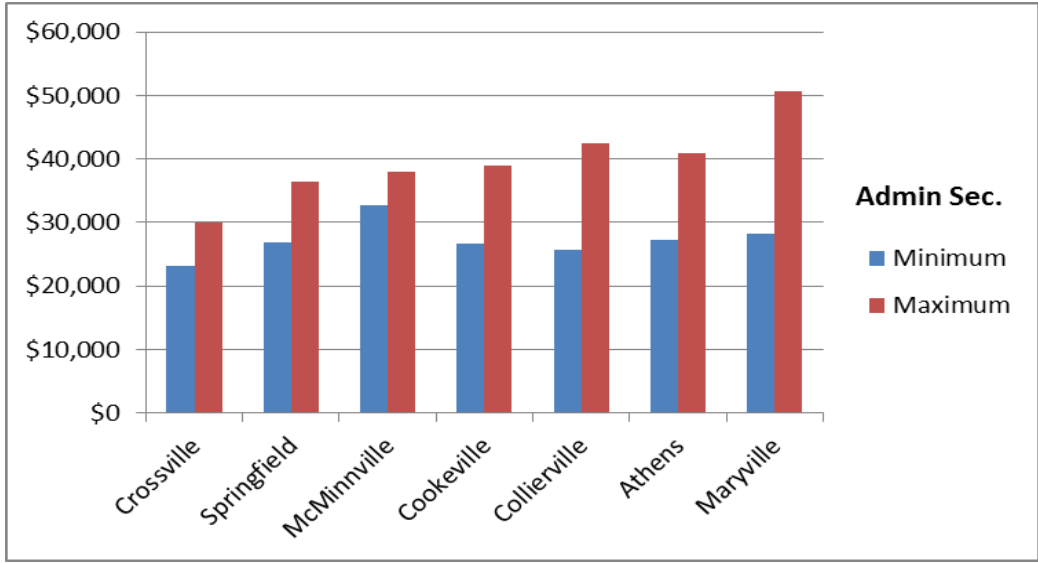
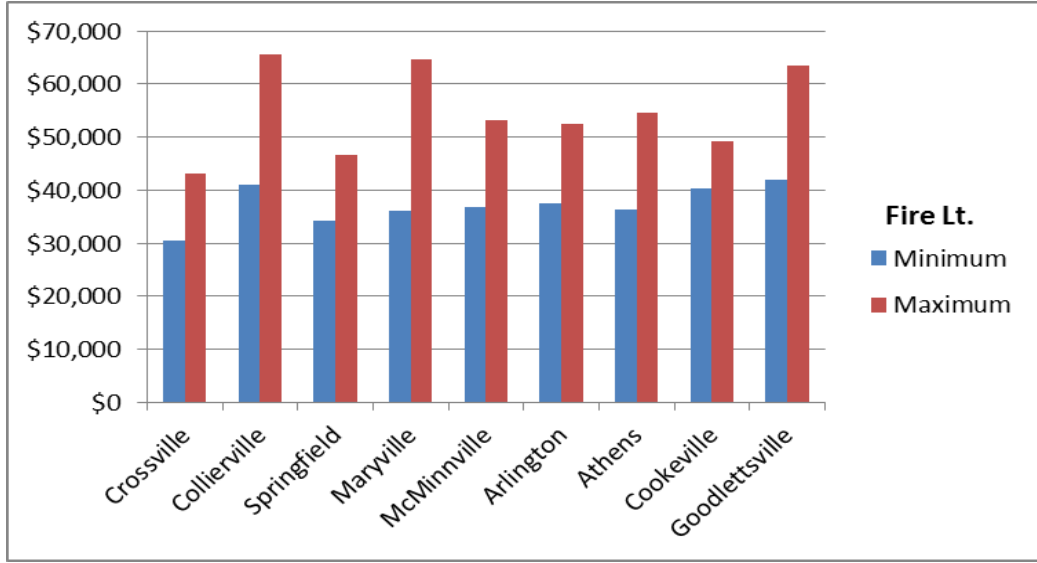
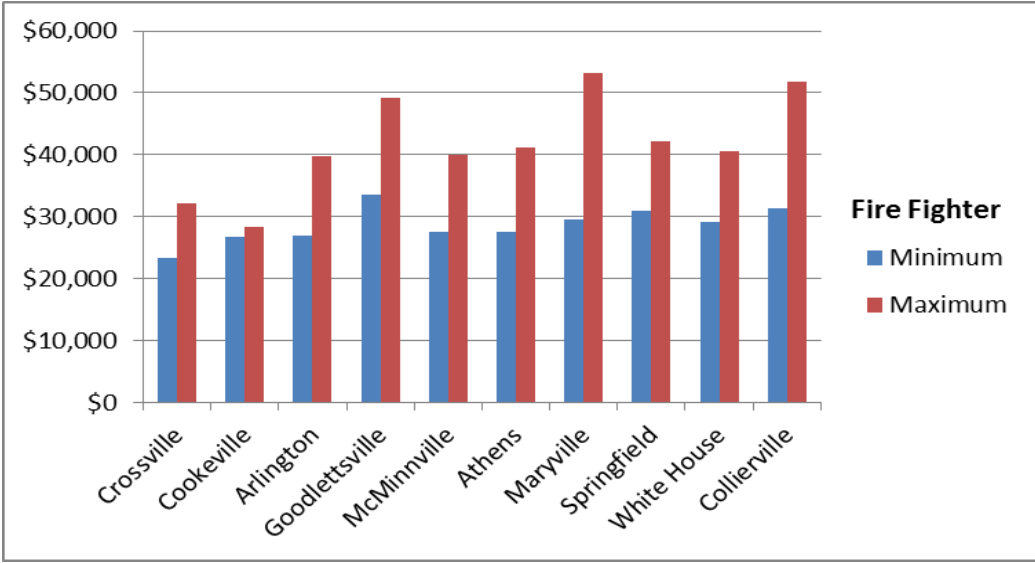




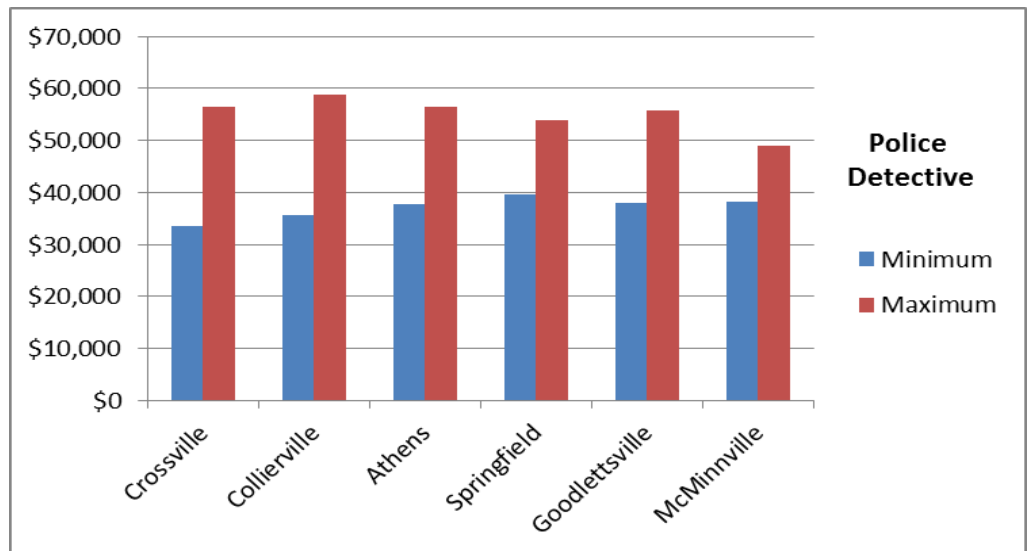
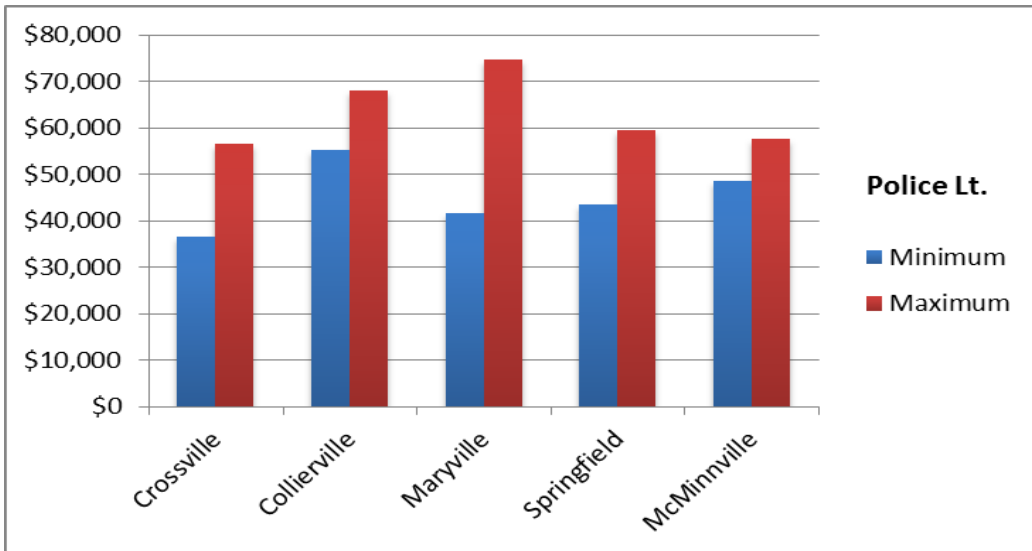
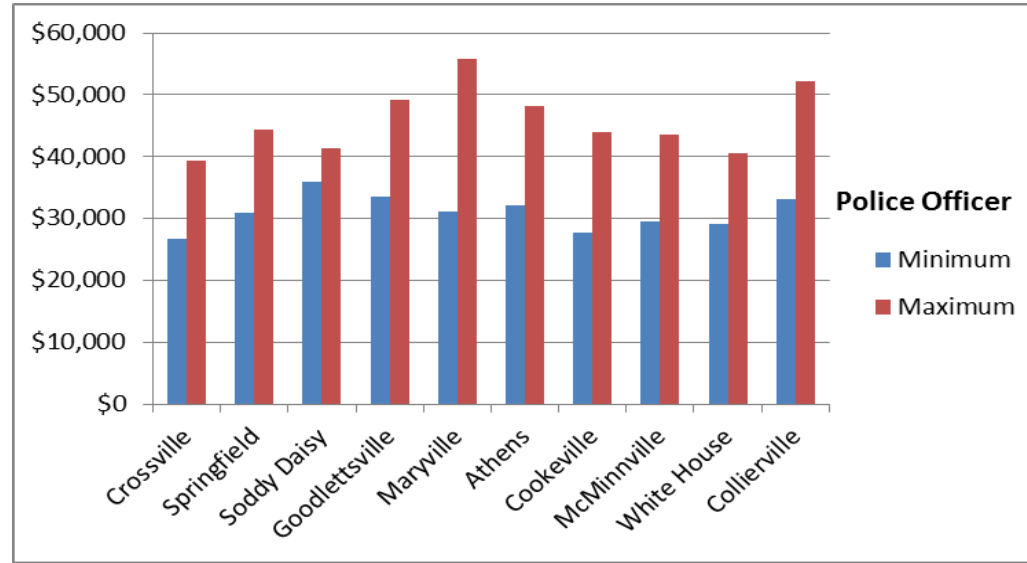
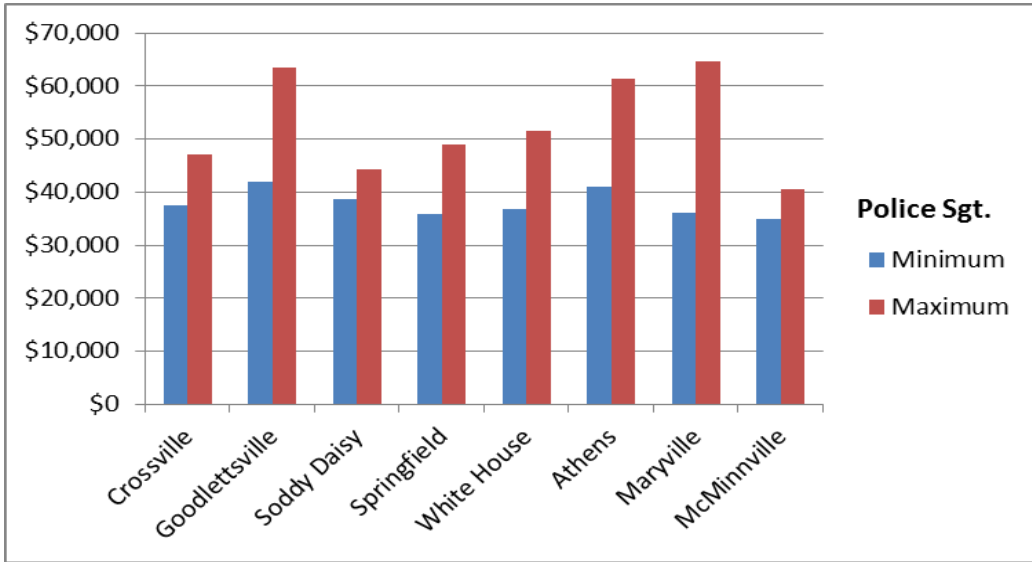




**SUMMARY OF MINIMUM/MAXIMUM SALARIES**



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